

**DJIBOUTIAN AIR TRAFFIC CONTROL TRAINING AND SERVICES  
PERFORMANCE WORK STATEMENT (PWS)**

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**1.0. Background**

1.1. Ambouli International Airport Djibouti (AID) has the responsibility to operate safely in accordance with the International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs). To facilitate aircraft operations, trained and certified air traffic controllers must direct aircraft entering, departing, and moving through Ambouli International Airport and its corresponding airspace. Currently, AID is undermanned and the air traffic controllers (ATCs) are over tasked due to the recent rapid increase in US Military flights.

1.2. As of July 2012, AID has 11 ATCs and eight more in school in Nairobi, Kenya with a scheduled completion date of March 2013. Currently, the AID program and the individual controllers are not certified to ICAO standards. It is estimated that AID will need 20 air traffic controllers to maintain 24-hour coverage of its tower and terminal control area.

1.3 The purpose of this contract is to augment the staff at AID and certify the host nation controllers to ICAO SARPs while enhancing air safety.

1.4 French Forces Djibouti shall retain their authority and responsibility to control French Air Defense Aircraft from the AID control tower. The French controllers will be coordinated with while training is being conducted; however, they are not the intended subjects of the applicable training.

## **2.0. Objectives and Qualifications**

2.1. The contractor shall provide personnel and materials, including all ancillary administrative supplies and training aids required, to complete the tasks described below.

### **2.2. Key Personnel Provided by the Contractor**

#### **2.2.1. Air Traffic Controllers (Aerodrome)**

2.2.1.1. Qualifications: ICAO compliant Air Traffic Controller

2.2.1.2. Duties: Air traffic services to include ground clearance delivery, local tower control, and radar use while following instrument flight rules (IFR). Contractors will also provide training in these fields to local personnel in the classroom and on the job

#### **2.2.2. Program Manager**

2.2.2.1. Qualifications: ICAO compliant Program Manager

2.2.2.2. Duties: Contractor Personnel Supervisor, Contractor Manager for contract issues, Time and Attendance Manager, and Contractor Lead for AID ATC Quality Assurance and Certification Program

#### **2.2.3. English Instructor**

2.2.3.1. Qualifications: ICAO compliant for Level 4 English instruction; fluent in French, knowledgeable in technical ATC nomenclature and phraseology.

2.2.3.2. Duties: Training AID ATCs to ICAO English Level 4 fluency to include the understanding of aviation English and ATC terms, and other duties as assigned. The instructor should be prepared to teach Basic English skills to controllers at various levels of English proficiency.

2.3. Resumes: The review of resumes will not be a part of the evaluation process; however, the Government reserves the right to review resumes at any time. Upon request, resumes shall be provided to the Contracting Officer's Representative (COR) and Contracting Officer.

2.4. Key Personnel: During the first 90 days of performance, the Contractor shall make no substitutions of key personnel unless the substitution is necessitated by illness, death, or termination of employment. The Contractor shall notify the Contracting Officer within 15 calendar days after the occurrence of any of these events and provide any necessary information. After the initial 90-day period, the Contractor shall submit the information to the Contracting Officer at least 15 days prior to making any permanent substitutions for any contractor personnel. No personnel substitutions will be executed without Government approval by the COR.

### **3.0. Tasks.**

#### **3.1. Augmentation**

3.1.1. The contractor shall augment ATC services, alongside the French controllers as required.

3.1.2. With the approval of the Director General and correspondence of Camp Lemonnier Djibouti Commanding Officer (CLDJ CO) and Commander French Airbase Djibouti, the contractor shall augment the tower by acting as the ICAO defined role of air traffic control tower supervisor to ensure safe, 24-hour operation of the airspace throughout the contract year.

3.1.3. The contractor shall commence 24-hour ATC duties in the tower within 14 days of boots on ground (BOG) in Djibouti.

#### **3.2. Training**

3.2.1 Within 14 days of contract start date, the contractor shall arrive in Djibouti and contact the COR prior to arrival for scheduling information.

3.2.2. Within 7 days of submitting a training plan (further detailed in 4.0 – Deliverables) to CLDJ CO, AID Director General and COR, training courses shall begin.

3.2.3. The contractor shall inspect and certify air traffic control operations IAW ICAO standards, and train one-fourth of the total controllers to perform the same duty upon the completion of the contractual year.

3.2.4. The contractor shall provide ICAO approved training, leading to ICAO licensing and radar familiarization for all controllers and radar qualification for all AID ATCs.

3.2.5. The contractor shall observe, assess, and develop training syllabi, based on the current situation and each AID controller's aptitude.

3.2.6. The contractor shall train AID controllers to an appropriate standard that leads to licensing by ICAO to include Level 4 English proficiency IAW Attachment A – International Civil Aviation Organization (ICAO) Annex 1. The contractor shall certify 100% of each controller in ICAO English and document it in the controller evaluation report submitted by the contractor upon completion of the course.

3.2.7. The contractor shall train one-fourth of the total number of controllers to become ATC trainers and one-third of the total number of controllers to become shift supervisors to enable AID autonomous operations.

3.2.8. The contractor shall identify and recommend controllers who demonstrate the capability to become trainers, supervisors, radar controllers and ATC managers, and place these controllers on a track that will enable increased responsibility beyond licensing.

3.2.9. The contractor shall establish a process with ICAO to recommend certification and licensing of AID controllers and conduct inspections and file corresponding paperwork as required.

3.2.10. The contractor shall provide and utilize simulators to the maximum extent possible.

3.2.11. The contractor shall prepare AID controllers to function as the sole ATC service providers by the end of the first contract period of performance, with the ability to manage and supervise their own facilities, to include training AID to reproduce certifiable and licensable AID ATCs.

3.2.12. Due to the rapidly changing ATC situation, to include relationships between the US, AID, and the French Air Base, the training terms of this PWS shall be flexible to the changing environment(e.g. holding additional classes

to meet DJ ATCs schedule, changing training hours, increasing manning in the tower during peak times to allow for training and safety, etc).

3.2.13. To complete training IAW ICAO SARPs, controllers require English language training, advanced ATC skills training on simulation, military aircraft integration, radar equipment, and real-time experience through on-the-job training (OJT).

3.2.13.1. Basic and Specialized English Language Training

3.2.13.1.1. An English proficiency exam shall be administered to controllers prior to technical training to determine their level of English proficiency.

3.2.13.1.2. English language instruction shall be conducted on a daily basis IAW the Djiboutian work/classroom training week schedule in a classroom setting in conjunction with advanced ATC training and OJT at the designated facilities as required. The frequency of training may be amended based on controller proficiency and progress.

3.2.13.2. Advanced ATC Training Courses

3.2.13.2.1. The advanced ATC training course shall be taught at Ambouli International Airport. Educational facilities at Camp Lemonnier may be used if available. The length of this course will be based on contractor assessment of controller proficiency.

3.2.13.2.2. Training shall be conducted in a classroom environment using the English language only.

3.2.13.2.3. Controller evaluations shall be performed by contractor personnel at regular intervals to determine their level of proficiency.

3.2.13.2.4. The course may be repeated several times during the course of the contractual year.

3.2.13.2.5. Courseware, including course syllabus, lesson plans and progress evaluations shall be the responsibility of the contractor subject to approval of the COR in collaboration with CLDJ CO and AID Director General, or his designee. All courseware will become property of the US Government and AID at the completion of the contract.

3.2.13.3. Advanced ATC Aerodrome Courses in Preparation of OJT

3.2.13.3.1. Training shall be conducted in a classroom and/or simulation environment using the English language only.

3.2.13.3.2. Controller evaluations shall be performed by contractor personnel at regular intervals to determine the controller's level of proficiency.

3.2.13.3.3 The course may be repeated several times during the contractual year.

3.2.13.3.4. Courseware, including course syllabus, lesson plans and progress evaluations shall be the responsibility of the contractor subject to approval of the COR in collaboration with CLDJ CO and AID Director General, or his designee. All courseware will become property of the US Government and AID at the completion of the contract.

3.2.13.4. Aerodrome On-the-Job Training

3.2.13.4.1. The contractor shall be responsible for developing controller training scenarios and individual OJT plans for each controller and documenting their progress.

3.2.13.4.2. Controller evaluations shall be performed by contractor personnel at regular intervals to determine the controller's level of proficiency. Performance evaluations shall be conducted as necessary with no greater than 90-day cycles.

3.2.13.4.3. Courseware, including course syllabus, lesson plans and progress evaluations shall be the responsibility of the contractor subject to approval of the COR in collaboration with CLDJ CO and AID Director General, or his designee. All courseware will become property of the US Government and AID at the completion of the contract.

3.2.13.4.4. Coordinate and gain approval for all procedural OJT changes in the training program from the host nation ATC manager and the COR to ensure smooth air traffic services.

#### **4.0 Deliverables**

4.1. The contractor shall submit a training plan to CLDJ CO, AID Director General, and COR within 14 days of boots on ground (BOG) in Djibouti. The plan shall include, but not be limited to, classroom training syllabi and manual including courseware/materials, OJT plan, radar familiarization, simulated scenarios and projected certification dates and milestones for the controllers to ensure that ATCs are ICAO compliant by the end of the first contract period of performance. The training plan shall be updated as necessary to maintain currency with industry standards and to account for lessons learned during performance of the contract. As changes to the practices relating to the ATC industry occur, significant changes shall be incorporated into the training courses/material. The expectation for ATC qualification is 9 months. The expectation for instructor qualification is an additional 2 months.

4.2. The contractor shall provide a separate copy of the training manual for each course developed under this contract and all revised manuals as applicable to CLDJ CO, AID Director General, and the COR. This manual shall be submitted in hard copy and electronic format. Each course shall indicate the latest revision date (e.g. REVISED ON DD/MM/YYYY).

4.3. The contractor shall submit a transition plan within 14 days of boots on ground (BOG) in Djibouti to detail the host nation's full control as the sole ATC service providers of the tower by the end of the first contract period of performance. The plan shall include the ability for local personnel to train and certify air traffic controllers (and instructors) without outside assistance. The plan shall be reviewed and updated if necessary at least every other month. The review board will consist of CLDJ CO and the COR.

4.4. The contractor shall provide weekly ATC training reports for the classroom instruction courses to CLDJ CO, AID Director General, and the COR NLT the end of each academic week. The training reports shall be standardized and include, but are not limited to, name, facility, training start date, estimated certification date, weekly training hours scheduled, actual training hours, and reason for non-trained hours. The report shall also address

assessment and progress of weekly and overall training and applicable numerical test scores, as well as, instructor comments on performance.

4.5. The contractor shall maintain records on each controller until the controller's termination or licensure, at such time the records shall be archived in hard copy and on CD-ROM in Adobe Acrobat PDF format. The training records shall be provided to CLDJ CO, AID Director General and COR when requested.

4.6. The contractor shall provide a weekly work schedule prior to Monday of each week to Camp Lemonnier Operations Department. The schedule shall ensure appropriate coverage of all training (to include English proficiency) and operational requirements. At least one contractor must be present, providing air traffic control services and on the job training 24-hours a day, 7 days a week, not to exceed air traffic control rest standards. The Djiboutian work/classroom training week will be from Saturday thru Thursday, 0600-1400 local time. OJT will take place 24/7 during the regular tower shifts.

4.7. The contractor shall provide at a minimum 12 air traffic controllers/instructors to include two ICAO English language instructors.

4.8. The contractor shall submit an individual final controller evaluation and recommendation report for all ATCs to AID Director General, CLDJ CO and the COR at the completion of all training. The report shall identify each controller's successful completion of all ICAO requirements for licensing.

4.9. The contractor shall provide training records for each ATC to include a complete training history which shall be approved by CLDJ CO prior to training commencement.

**5.0 Base Services.** Base services provided by the Government include postal services; cafeteria services, moral, welfare, and recreation (MWR); resuscitative care; and military exchange. Housing, transportation, and non-resuscitative care will not be provided by the Government. It is the contractor's responsibility to review, understand and comply with all Status of Forces Agreements (SOFA) and country-specific requirements applicable to this contract.



Additional information may be found in Attachment B - "Agreement between the Government of the United States of America and the Government of the Republic of Djibouti on Access to and Use of Facilities in the Republic of Djibouti."

**6.0 Security.** All contract employees shall be screened by the contractor prior to the start of the contract. Each employee shall have a clear criminal background with no ties to terrorist activities.

**7.0 Place of Performance.** All requirements in this contract shall be performed at the Djibouti Ambouli Airport control tower or Camp Lemonnier if available.

**8.0 Period of Performance.** The period of performance for ATC augmentation support and training services shall be for 12 months. An additional two, 6-month option periods for ATC augmentation support tasks, identified in section 3.1 - "Augmentation," shall be incorporated into the contract. Options will be exercised on up to ten ATCs per period depending on the quantity required.

**9.0 Attachments.**

Attachment A - International Civil Aviation Organization (ICAO) Annex 1

Attachment B - Agreement between the Government of the United States of America and the Government of the Republic of Djibouti on Access to and Use of Facilities in the Republic of Djibouti